

1000 *NA*

Figure 1: EDS Planning Continuum: Business Strategy to IT Delivery

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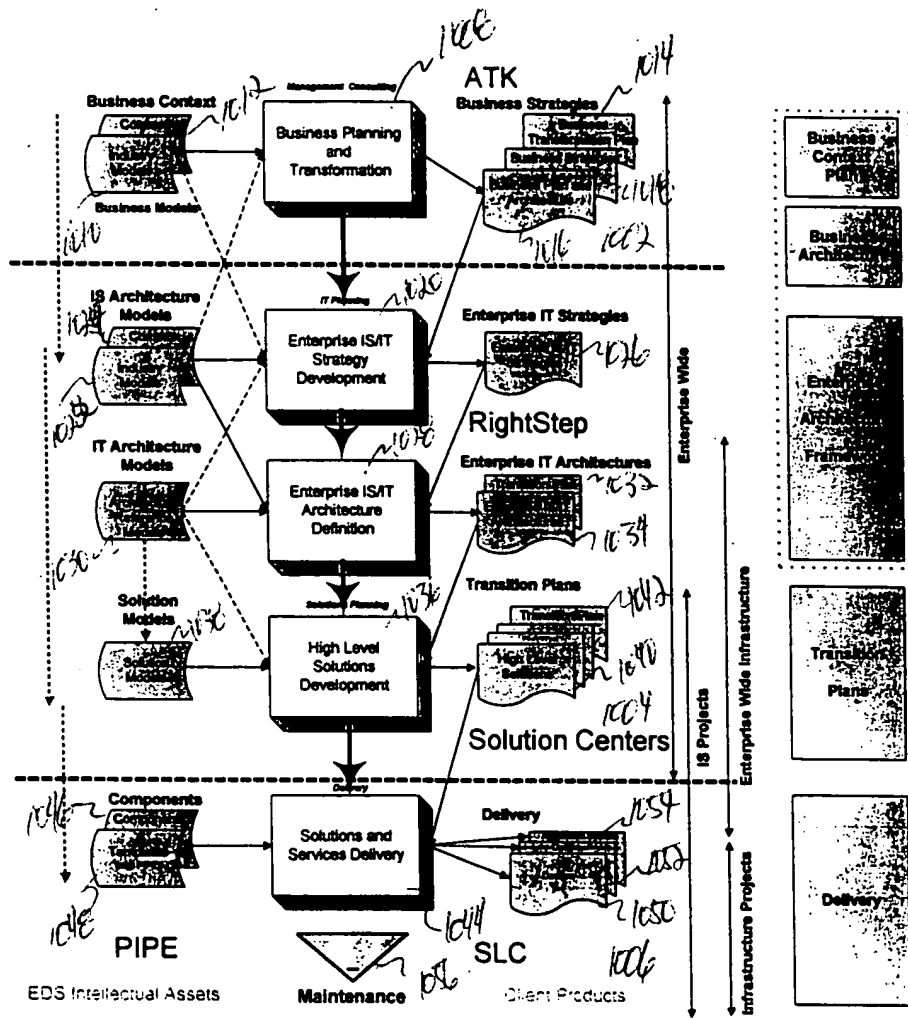


Figure 2: EDS Planning Continuum Detail: Input and Output Relationships

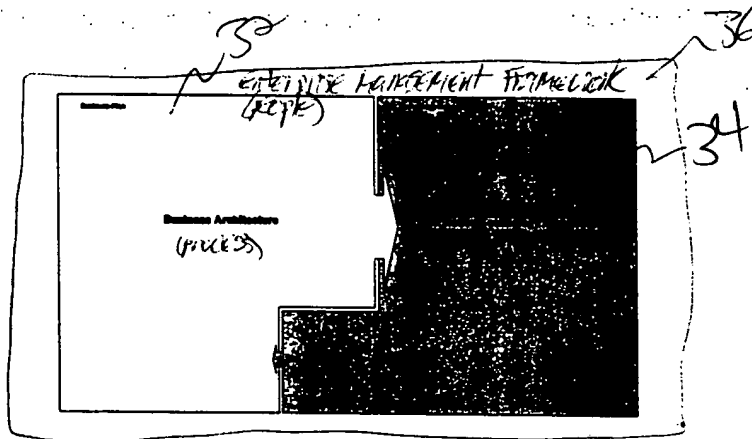


Figure 3: Enterprise Architecture

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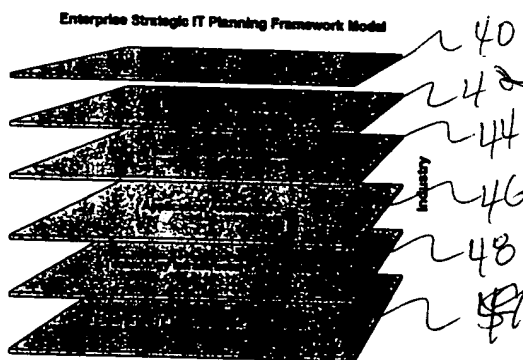
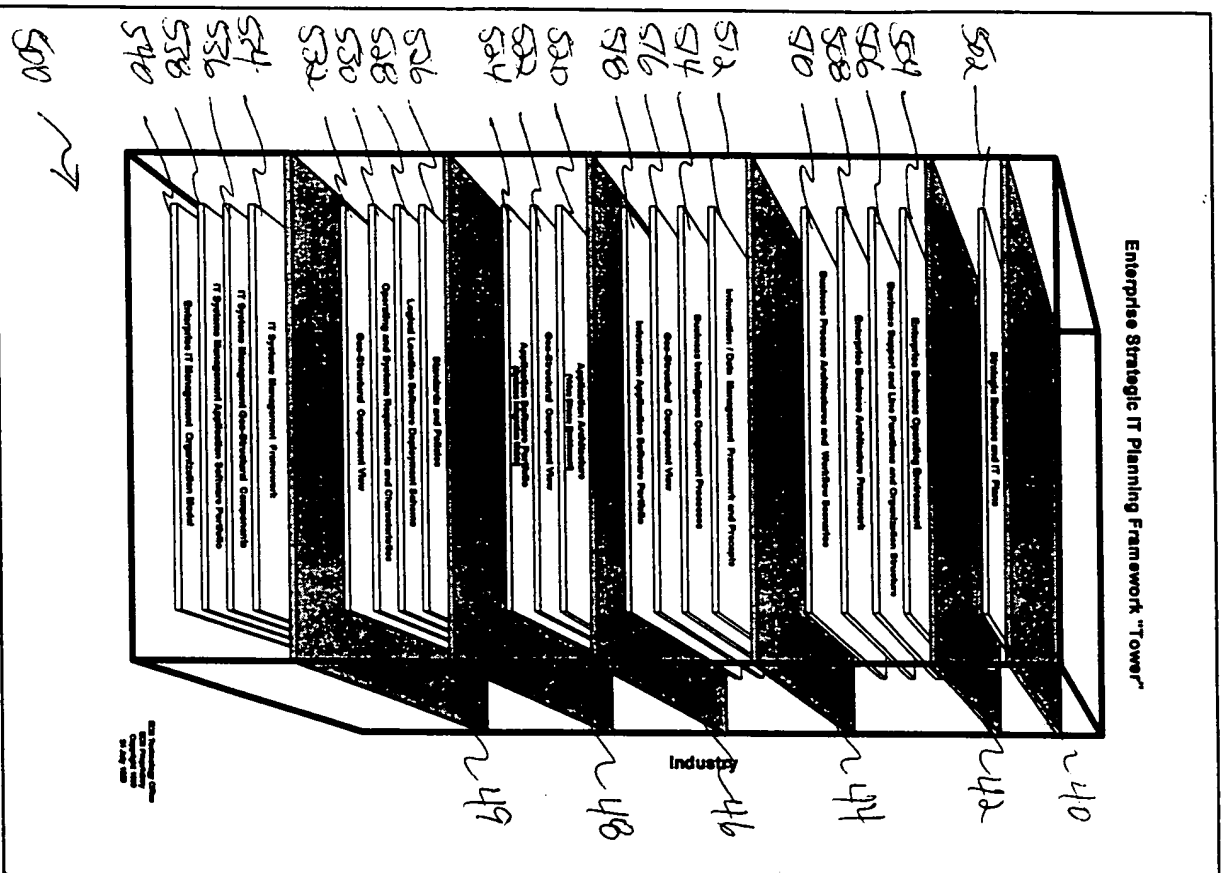


Figure 4: Fundamental Strategic IT Planning Framework Components

40



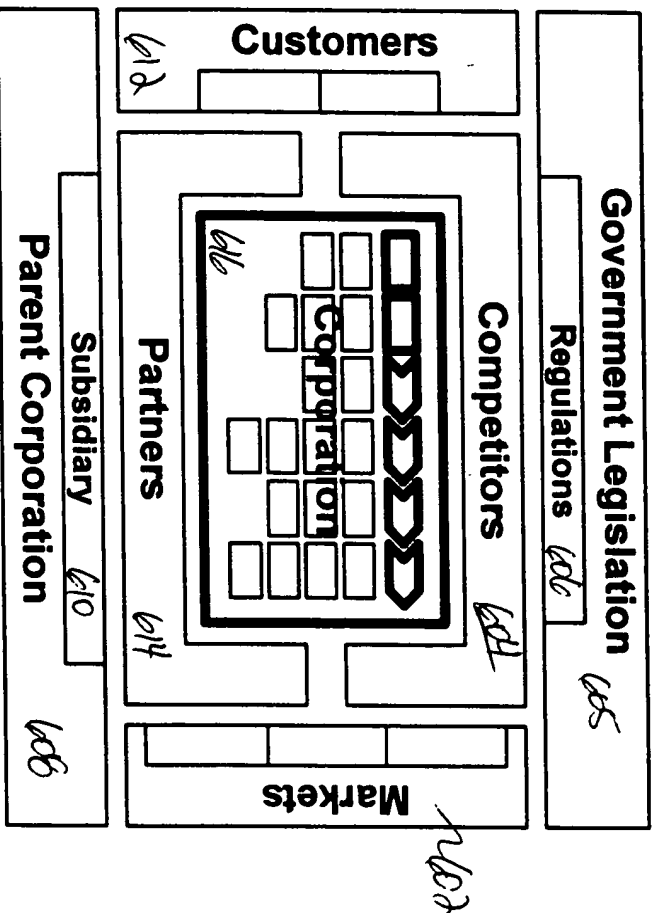
Enterprise Strategic IT Planning Framework "Tower"

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(2).

Business Enterprise Model (BEM)

Business Environment

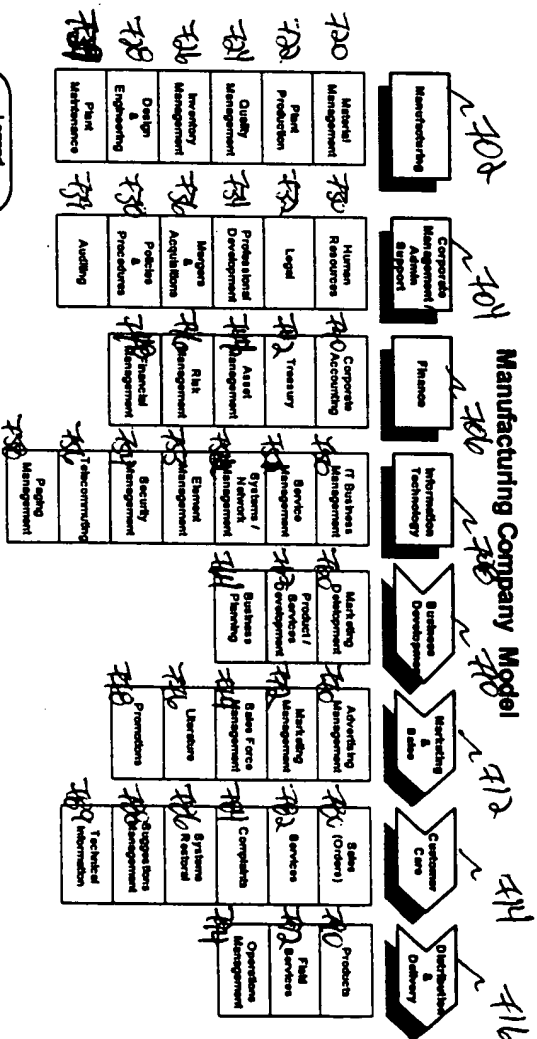


600 27

FIG. 6

(3).

Business Function Process Model



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(4). Logical Location Model(s)



Logical to Physical Location Map

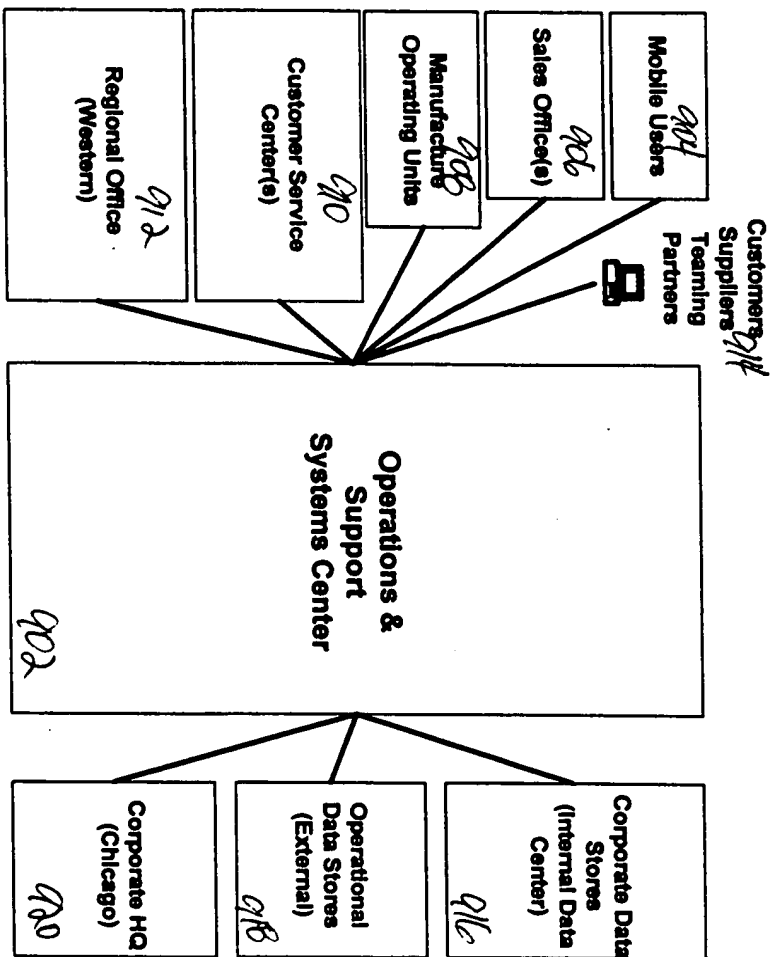
Logical Location	Business Function(s)	Physical Location
Corporate Headquarters	Corporate Mgmt	Chicago, IL

2002

800 17

FIG 8

(4.a). Logical Location - Geo-structural View



900 ✓

FIG. 9

(5). IT Investment and Expenditure Profile

Discretionary Funds (DF)		IT Planning/Architecture Dev
Non-Discretionary Funds (NDF)		Application Development New Software Development IT Infrastructure
COE		Business and System Operations & Processes Enterprise Data Management & Processing IT Infrastructure (Networks, Hardware, Software) IT Security (Access, Authentication, Authorization) IT Compliance (Regulatory, Standards, Policies) IT Risk Management (Security, Availability, Confidentiality) IT Service Management (Incident, Problem, Change) IT Financial Management (Budgeting, Accounting, Billing) IT Human Resources Management (Recruitment, Training, Performance) IT Vendor Management (Sourcing, Contracting, Relationship) IT Innovation & Research (Emerging Technologies, Business Models)
TOTAL IT COST		
Corporate Revenue		Percentage: IT Cost/Revenue
Percentage: Non-Discretionary Funding/IT Cost		
Percentage: Discretionary Funding/IT Cost		
Industry Standard: IT Cost/Revenue		
Industry Standard: NDF/IT Cost		
Industry Standard: DF/IT Cost		

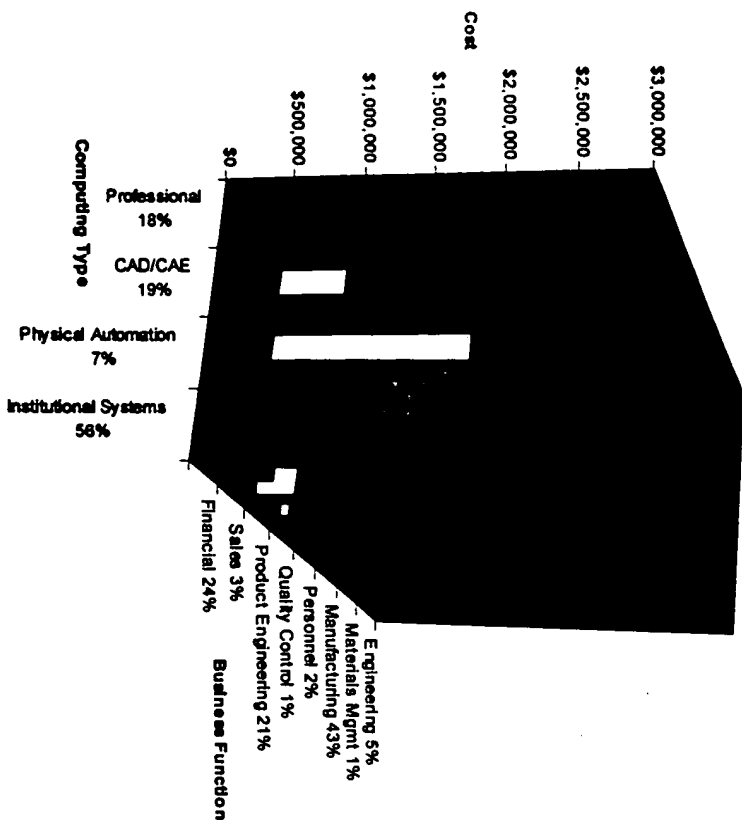
FK. 11

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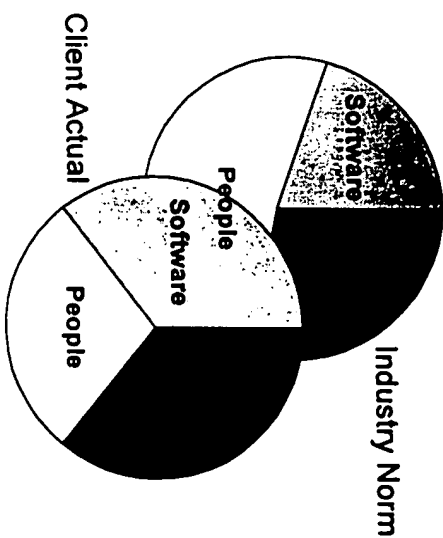
1000 157

(5a). Client IT Expenditure and Industry Expenditure Benchmark

IT Expenditure Analysis



Industry IT Expenditure Benchmark

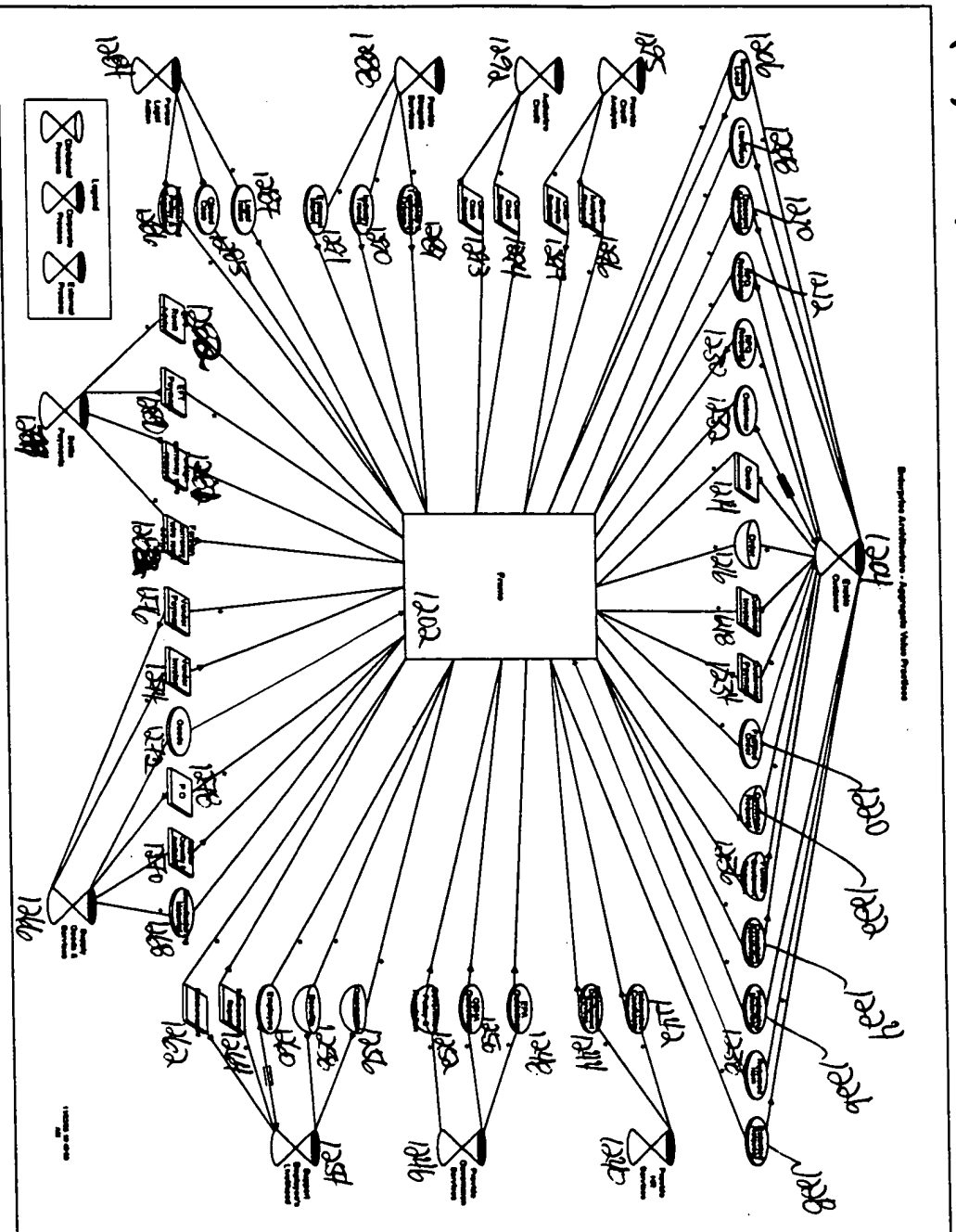


AS-11

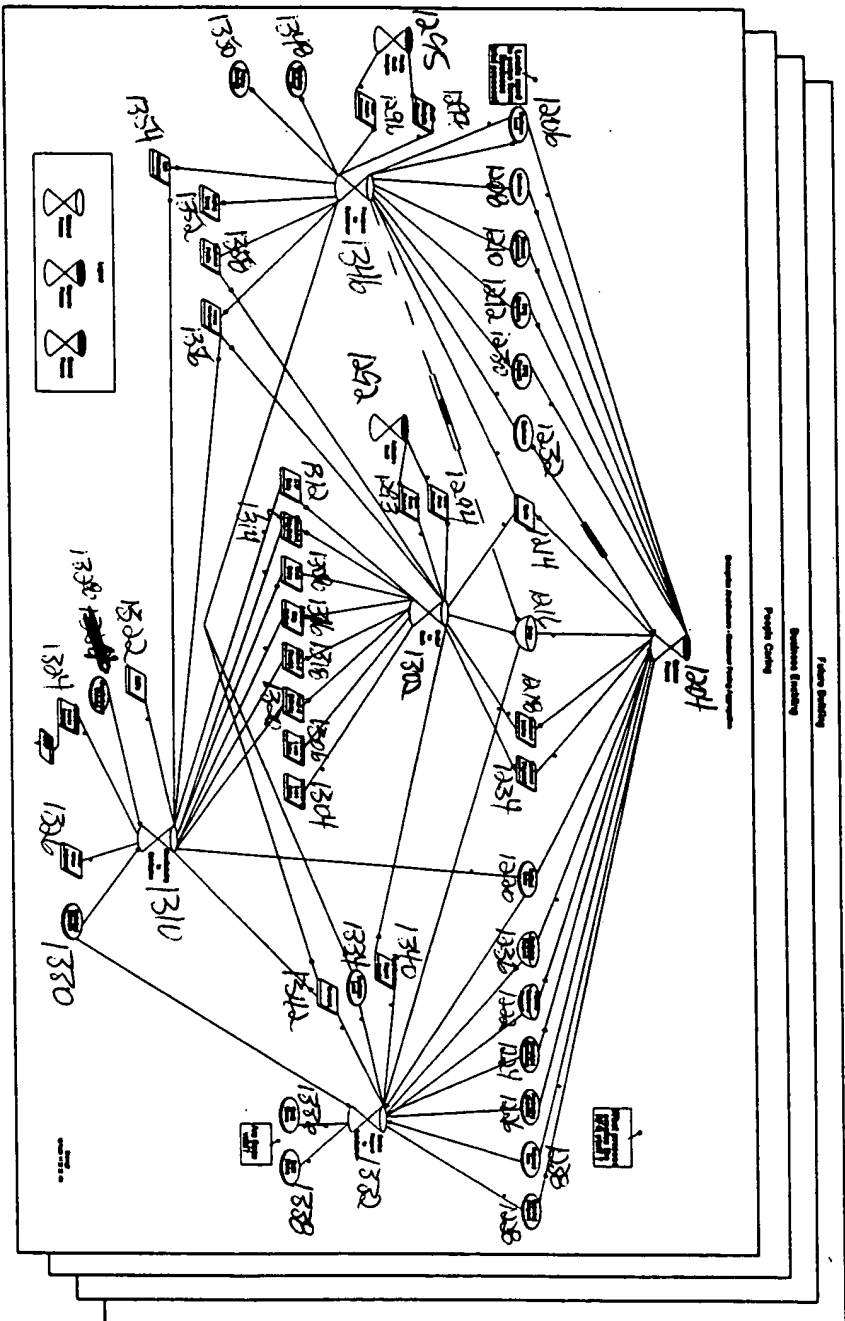
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(6). Enterprise Business Framework of Architectures (Strategic Business Models)

(6a). Enterprise Business Frame - Input/Output Aggregate



(6b). Enterprise Business Value Stream Aggregates



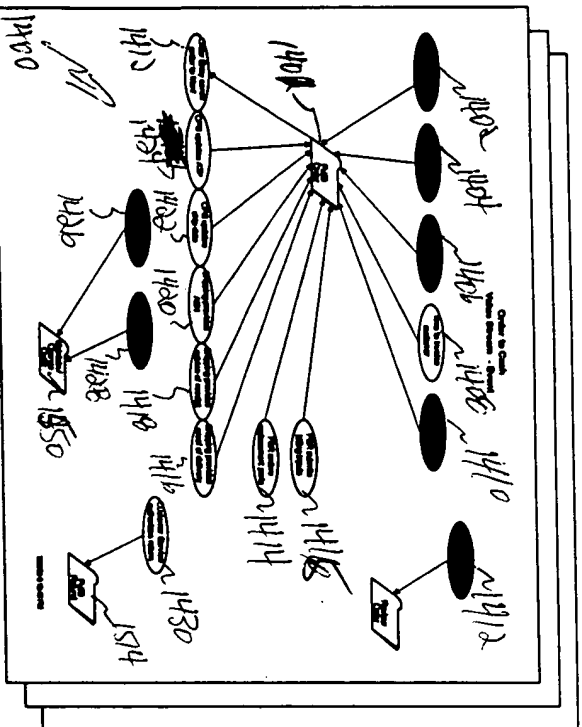
Business Value Stream Aggregates:

- Customer Facing
- People Centric
- Business Enabling
- Future Building

1200

FK. 13

(6c). Value Stream Event Models (One for each Value Stream)

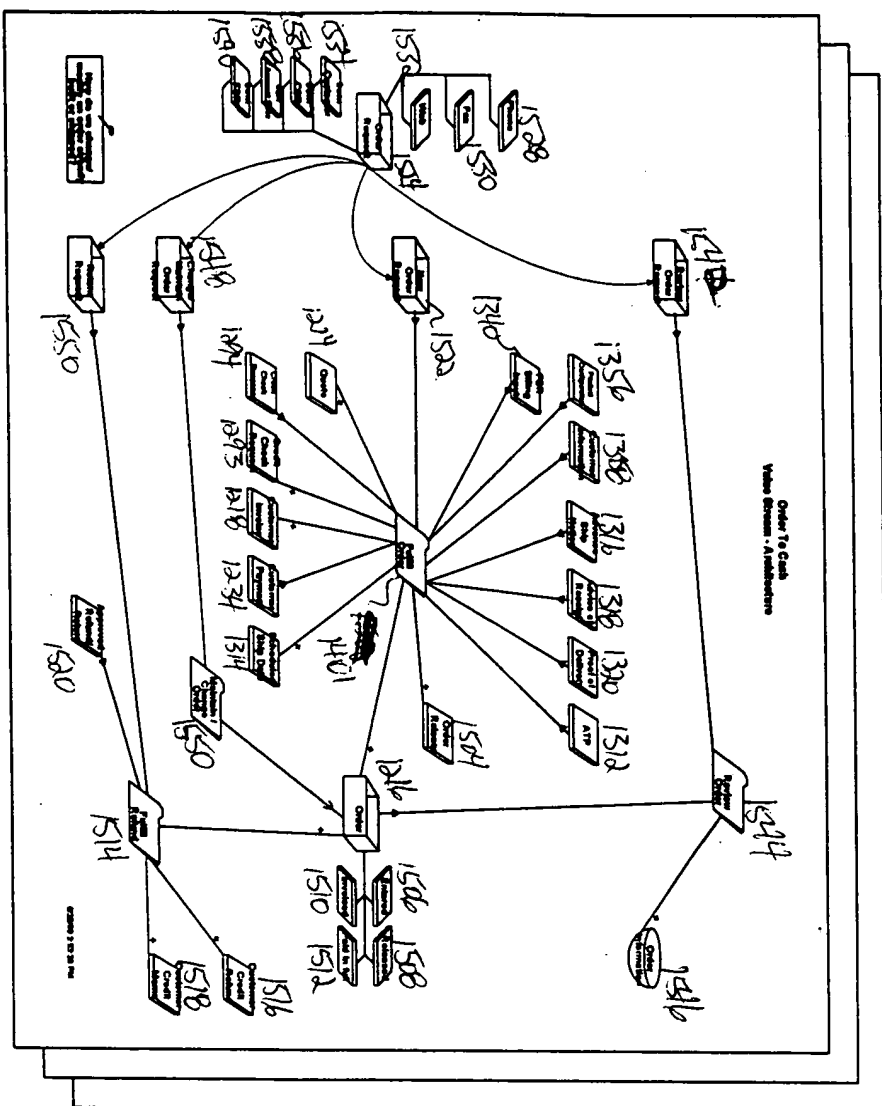


FLG.14

Value Stream Event Metrics (One Matrix for each Value Stream)

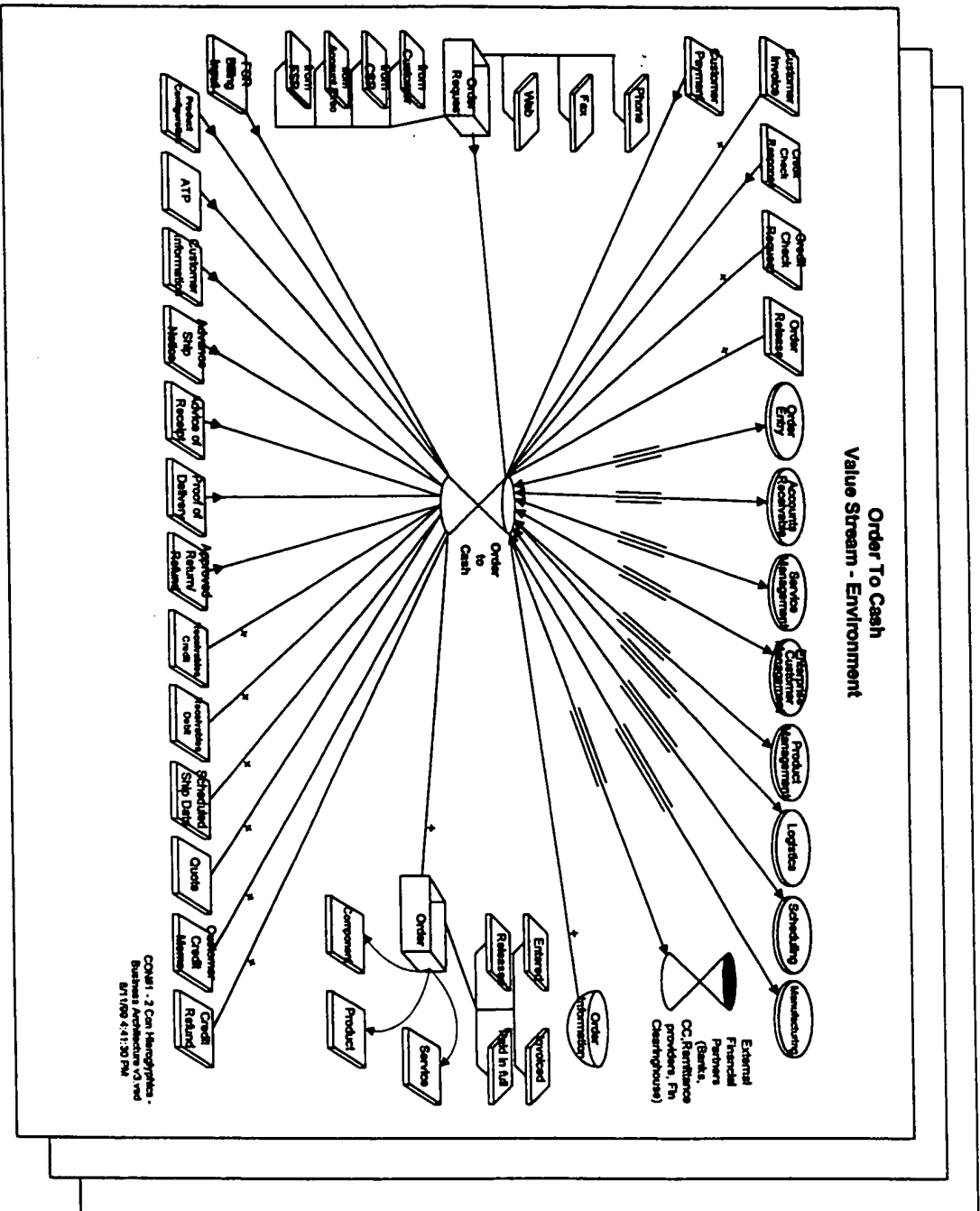
Customer/Prospect contact web site	1,032	2,065	3,888	5,977	8,003	10,241	12,216
Customer places order	893	1,432	1,597	1,793	2,323	1,693	9,691
Order authority responds to credit check request	402	644	705	802	1,045	762	4,361
Customer places payment	491	793	862	951	1,276	931	5,350
Customer places order	125	200	219	250	325	237	1,357
Customer places order	15	25	31	38	48	34	194
Customer changes order	71	115	125	143	189	135	775
Customer updates ATP	8	8	8	8	8	8	48
OPS updates ship date	181	252	262	321	418	305	1,744
Shipping provides ASN	893	1,432	1,597	1,793	2,323	1,693	9,691
Shipping provides status of receipt	893	1,432	1,597	1,793	2,323	1,693	9,691
Shipping provides proof of delivery	122	198	170	244	123	66	537
PRM orders replacement parts	50	50	50	50	50	50	563
PRM orders return parts	50	50	50	50	50	50	563
Customer Service authorizes returns	893	1,432	1,597	1,793	2,323	1,693	9,691
Time to receive customer							
Inventory of Outputs & Amounts							
Business Event - Customer places order							
Media - web, fax, phone, email, mail							
Application Interface - Order Entry to Product Configuration							
Database ID - Retail Product Number							
Value Access - Purchase Part Number							

Fig. 5



Future Building	Insight to Strategy
	Vision to Engineered Enterprise
	Discovery to Proven Capability
	Plan to Business Results
	Relationship to Partnership
Customer Facing	Prospect to Customer
	Order to Cash
	Manufacturing to Distribution
	Service to Delivery
Business Enabling	Forecast to Plan
	Requisition to Purchase
	Acquisition to Obsolescence
	Financial Close to Reporting
	Resource Expectation to Predictable Results
	Policy to Compliance
	Arbitration to Settlement
People Caring	Awareness to Prevention
	Recruitment to Retirement

(6e). Environment Models (One for each Value Stream)

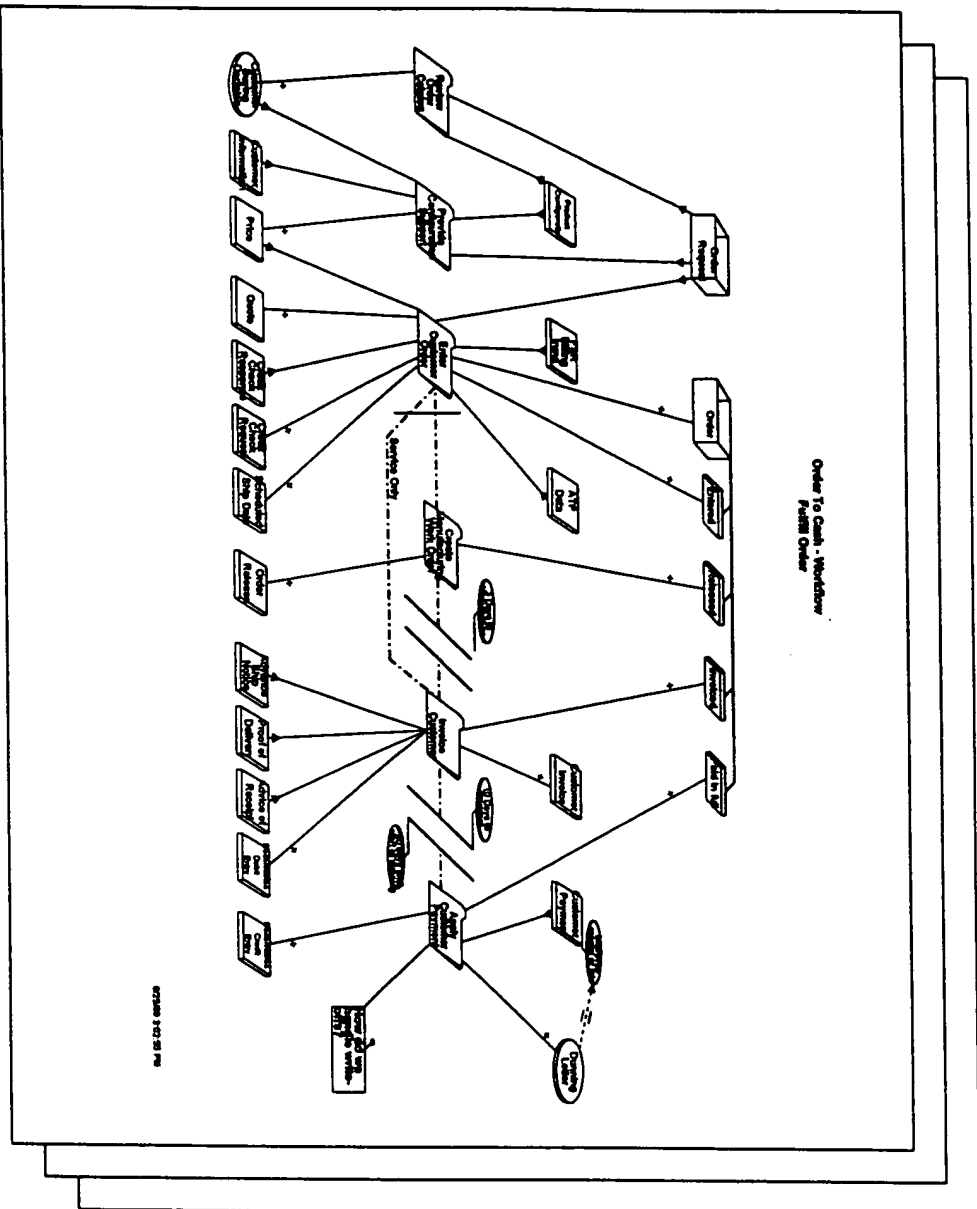


Enterprise Strategic IT Planning Framework "Tower"

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Fig. 16

(6f). Process Workflow Scenarios (Workflow Scenario(s) from each Value Stream)



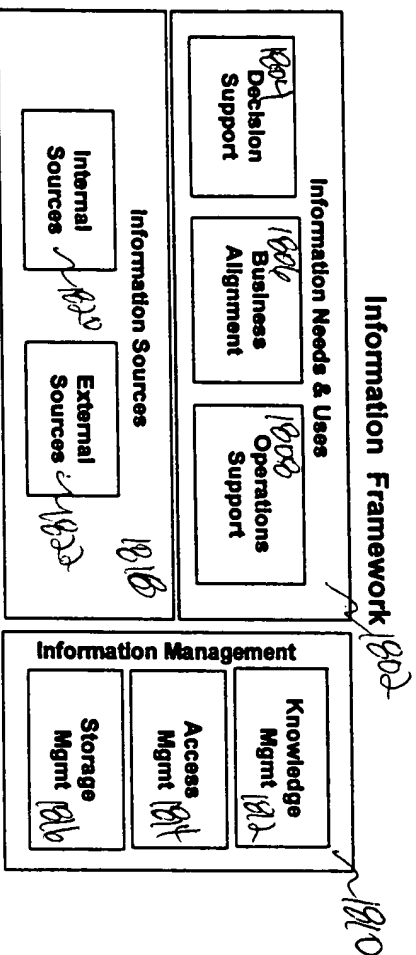
Workflow Scenario for Order-to-Cash
 • Fulfill Order
 • Review Order
 • Fulfill Refund
 • Maintain/Change Order

AS.17

Information Architecture

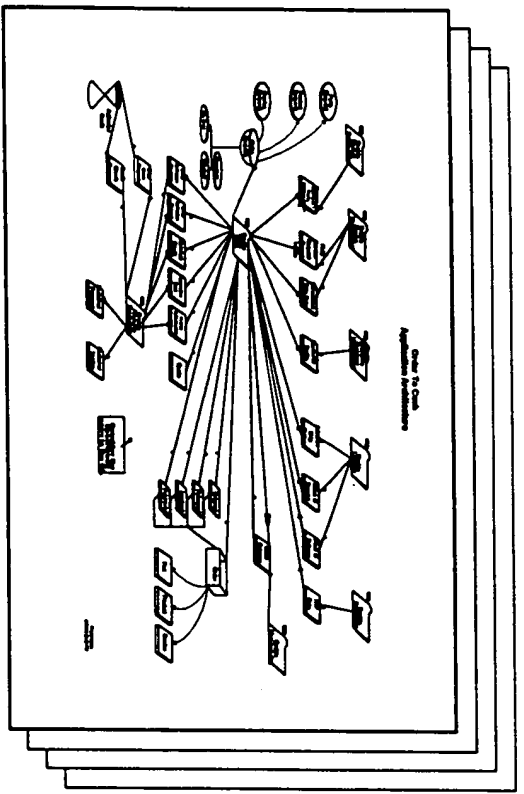
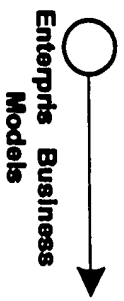
(7).

Information and Data Management Framework and Precepts



(8).

Integrated Application / Information / Systems Management Architecture

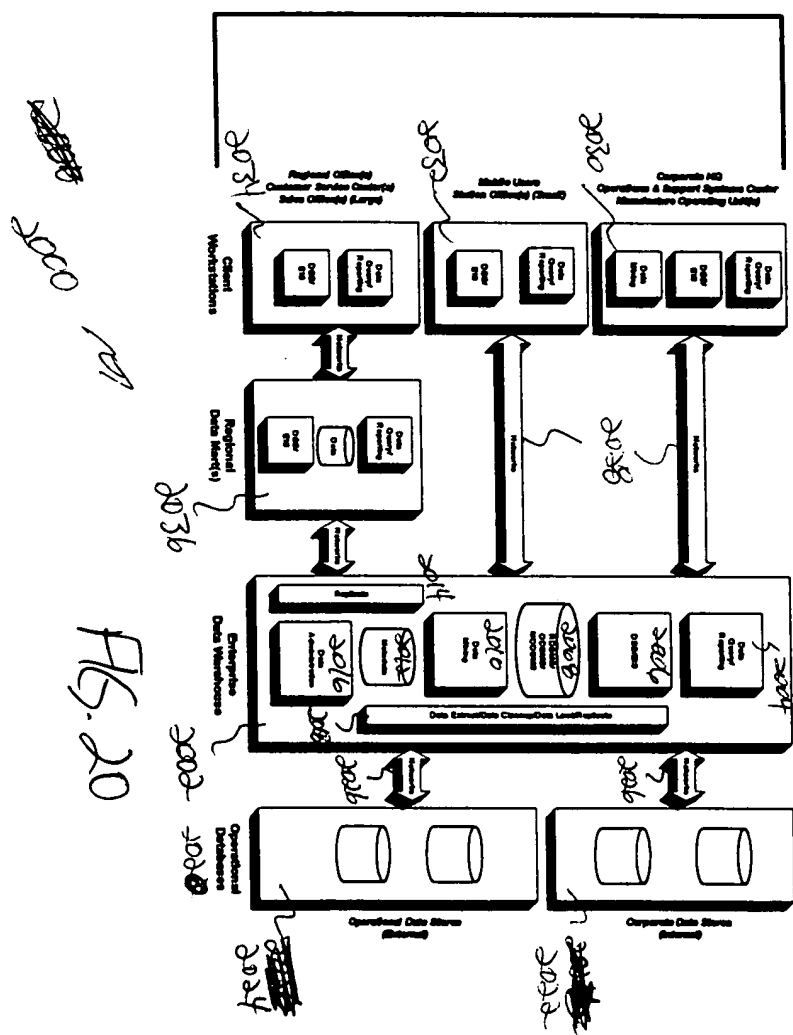


- Business Intelligence Scenarios**
- Profitability Analysis
- Consumer Intelligence
- Operating Efficiency
- etc..

1900
FIS. 15

(9). Information Architecture (Geo-structural Component View)

- Business Architecture
- Technology Policy
- PIPE
- Logical Location and Geo-Structural Views



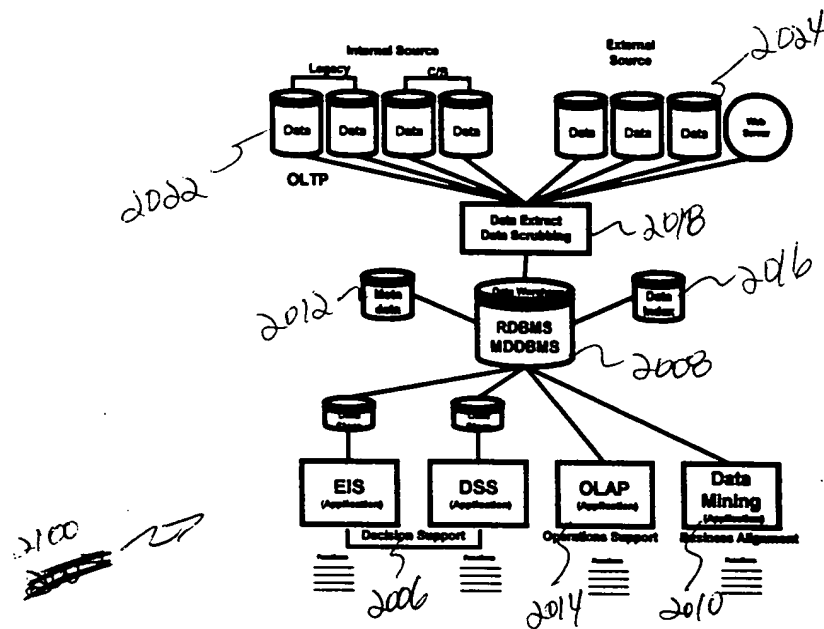


Figure 21: Information and Data Architecture Data Warehouse Framework

(10). Information Applications Software Portfolio (Integration Matrix)

Enterprise Information / Application / Systems Management Software Portfolio (Integration Matrix)

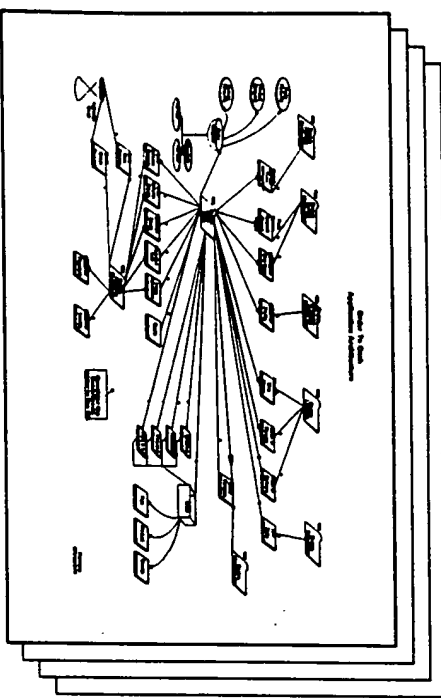
Value Streams / Workflow Scenarios	Business Software Applications				Business Intelligence Software Applications				Systems Management Software Applications			
	App1 (Sales)	App2 (FICO)	App3 (IM)	App4 (OM)	App5 (GIS)	App6 (GIS)	App7 (GIS)	App8 (Data Mining)	App9 (Perf)	App10 (Security)	App11 (Networks)	App12 (Backup)
Order to Cash												
Prospect to Customer												
Policy to Compliance												
etc.												
Profitability Analysis												
Consumer Intelligence												
Operating Efficiency												
etc.												
Self IT Service Expectation												
Monitor IT												
Respond to IT Situation												
etc.												

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(11). Integrated Application / Information / Systems Management Architecture (Value Stream Enablement)

Enterprise Business Models



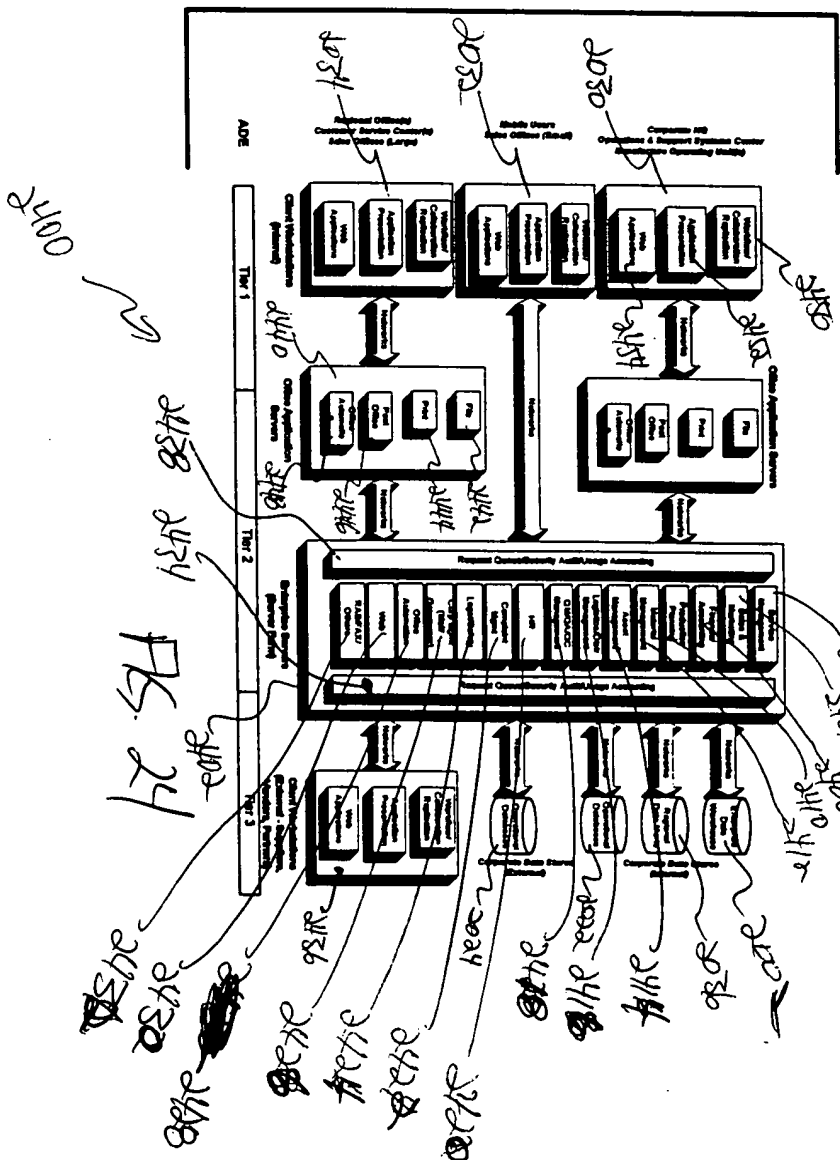
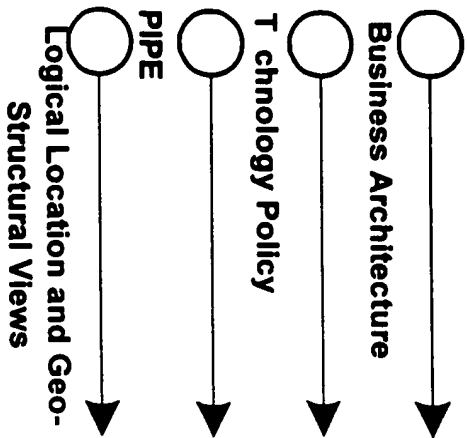
Value Streams Enabled

Future Building	Insight to Society
	Vision to Engendered Enterprise
	Discovery to Proven Capability
	Plan to Business Results
Customer Facing	Relationship to Partnership
	Prospect to Customer
	Order to Cash
	Manufacturing to Distribution
	Service to Delivery
Business Enabling	Forecast to Plan
	Requirement to Payables
	Acquisition to Obsolescence
	Financial Close to Reporting
	Resource Expectation to Predictable Results
	Policy to Compliance
	Arbitration to Settlement
People Caring	Awareness to Prevention
	Recruitment to Retirement

Fig. 23

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(12). Application Architecture (Geo-structural Component View)



(13). Enterprise Application Software Portfolio (Integration Matrix)

Enterprise Information / Application / Systems Management Software Portfolio (Integration Matrix)

Value Streams / Workflow	Business Software Applications				Business Intelligence Software Applications				Systems Management Software Applications			
	App1 (Sales)	App2 (P/CO)	App3 (IM)	App4 (OVI)	App5 (EIS)	App6 (CRS)	App7 (GIS)	App8 (Data Mining)	App9 (Perf)	App10 (Security)	App11 (Networks)	App12 (Backup)
Order to Cash												
Prospect to Customer												
Policy to Compliance												
etc.												
Profitability Analysis												
Customer Intelligence												
Operating Efficiency												
etc.												
Set IT Service Expectation												
Monitor IT												
Respond to IT Situation												
etc.												

550 ✓

PLS. 25

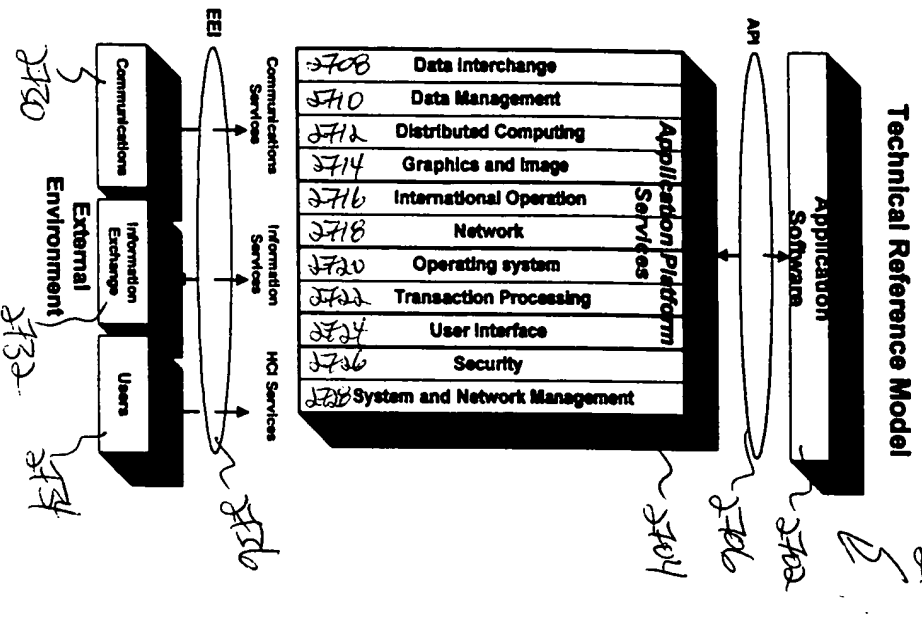
Finance/Accounting	GAAP	PeopleSoft Payables or equivalent
	FASB	PeopleSoft Receivables or equivalent
	EFT	PeopleSoft General Ledger or equivalent
	SQL	PeopleSoft Project or equivalent
	ODBC	PeopleSoft Expenses
	JDBC	PeopleSoft Treasury or equivalent
Human Resources	COBRA	PeopleSoft HRMS, J.D. Edwards, Geac SmartStream HR or equivalent
Asset Management		PeopleSoft Distribution or equivalent
		PeopleSoft Materials Management or equivalent

Figure 26: Application Portfolio "Best Practices" Recommendations

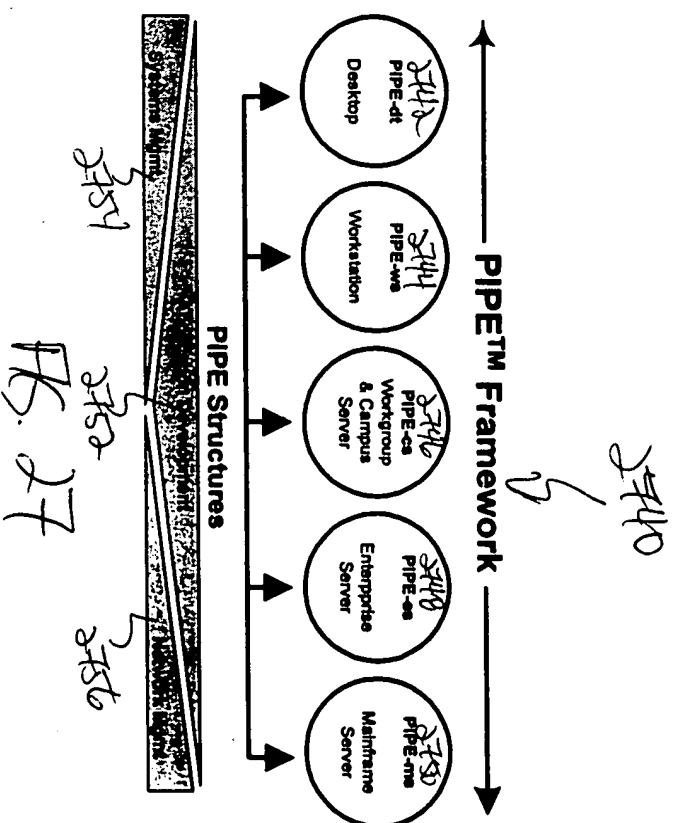
2600 177

Technology Infrastructure Architecture

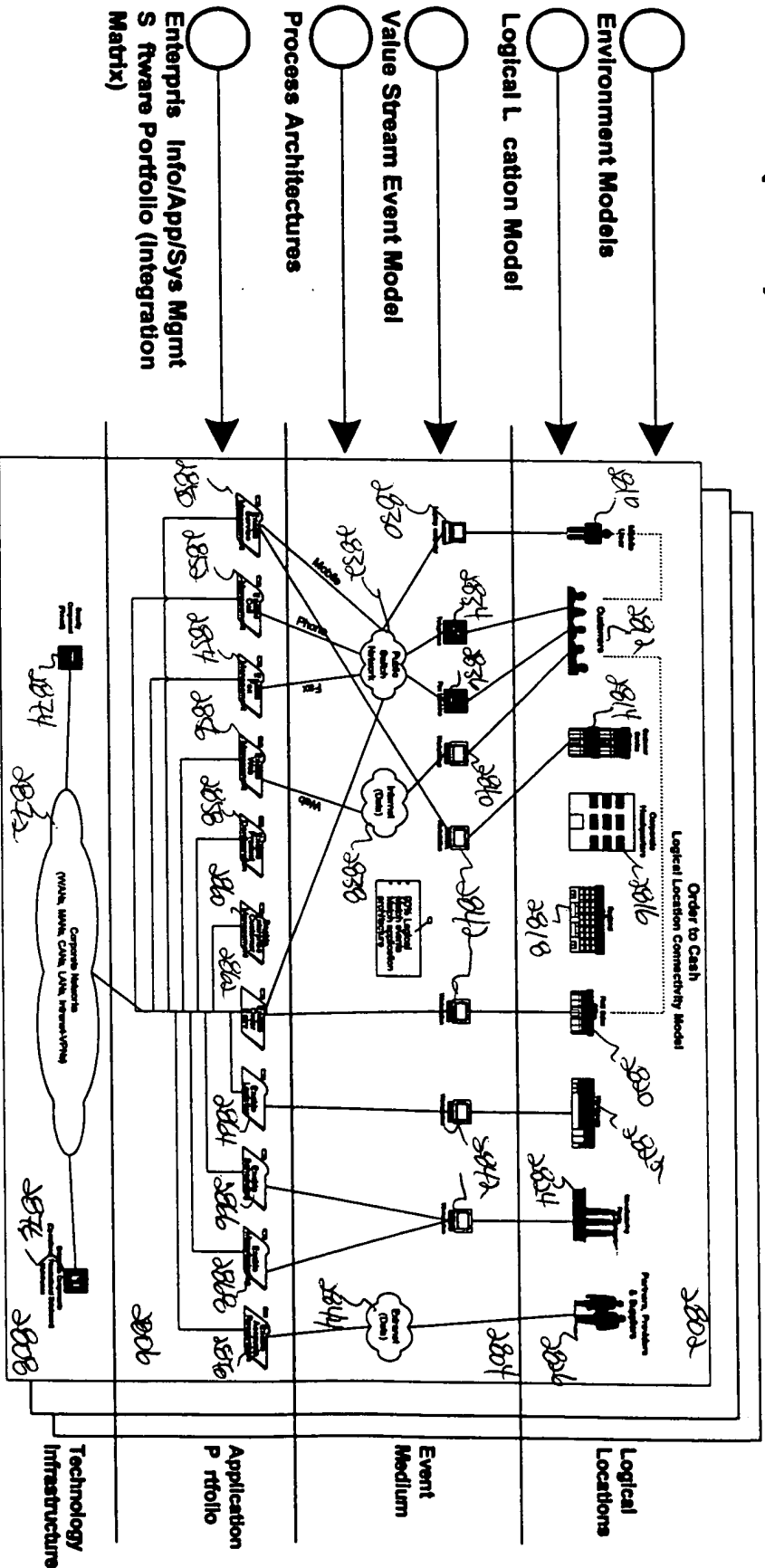
(14). Standards, Policies, and Governance



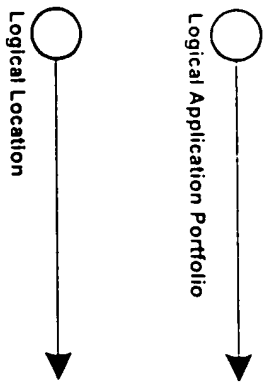
Enterprise Strategic IT Planning Framework "Tower"



(15a). Logical Location Connectivity Model (One for each Value Stream)



(15b). Logical Location and Logical Software Component Matrix

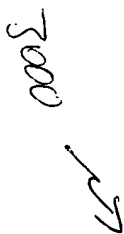


Logical Software Component	Human Resources	Finance	Example Contracting	Example IT Management	Office Automation	Sales Force Automation	Example Customer Management	Operations	Marketing
1 Mobile User	X			X	X	X	X		
2 Customers				X	X	X	X		
3 Customer Care Center	X			X	X	X	X		
4									
5									
6									
7 Warehouses	X				X				
8 Manufacturing Plants	X								
9 Partners, Providers & Suppliers	X								

900 ✓

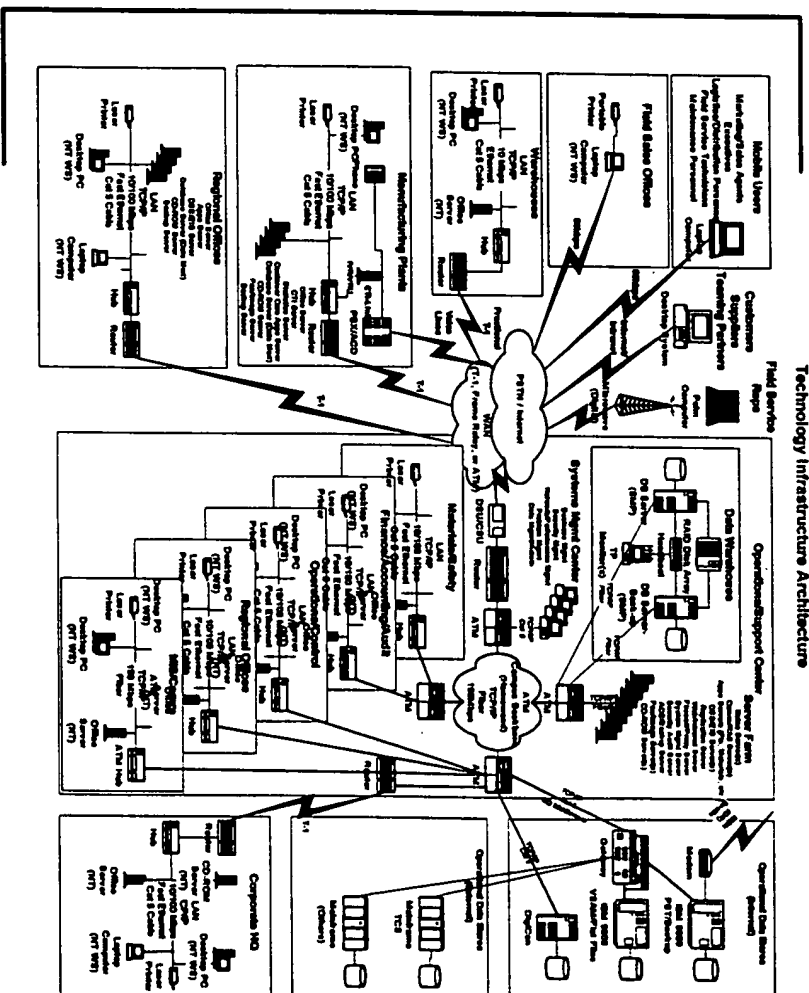
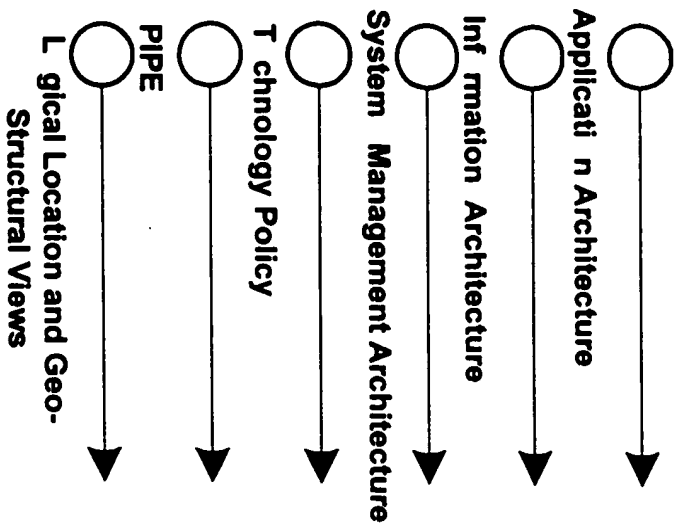
FKS. 23

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HS-30

(16). Technology Infrastructure Architecture (Geo-structural Component View)



[Platform Requirements and Characteristics
(Mapped to Geo-Structural Component View)]

3100

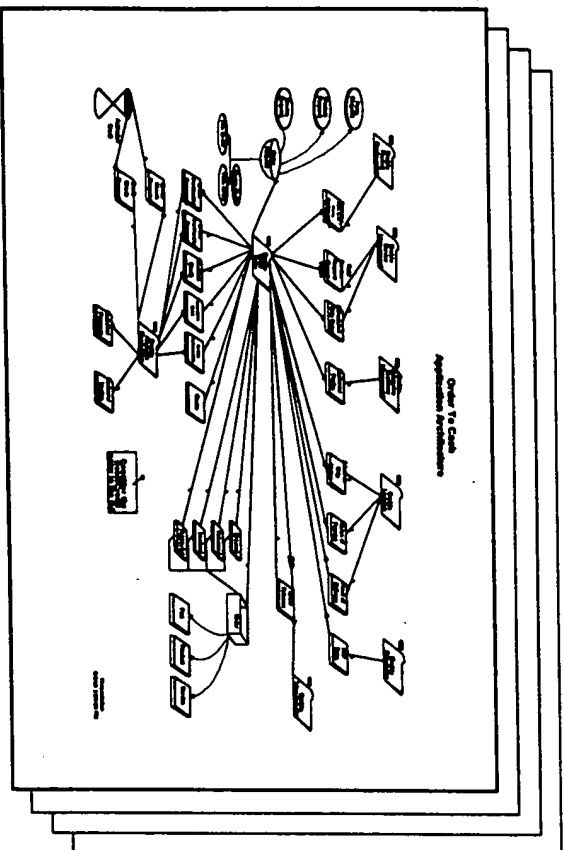
AK. 31

Component	Configuration	Recommendation
Data Warehouse Server(s)	SMP Platforms w/RAID 5	Sequent, HP, SunSPARC, or equivalent
	64-bit processors	
	PCI - SCSI-3 or Fibre Channel	
	OS - UNIX (POSIX)1003.1	
Data Mart(s)	SMP Platform(s) w/RAID 3	HP, Compaq, SunSPARC, or equivalent
	64-bit processors	
	PCI - SCSI-3 or Fibre Channel	
	OS - UNIX (POSIX)1003.1	
Data Administration Platform(s)	64-bit processor(s)	HP, Compaq, SunSPARC, or equivalent
	PCI - SCSI-2 or SCSI-3	
	OS - UNIX (POSIX)1003.1	
TP Monitors	X/Open XA/XA +	Tuxedo, Encina, or equivalent
	X/Open TxRPC	
	OS - UNIX (POSIX)1003.1	

Figure 32: Infrastructure Architecture "Best Practices" Recommendations

8200

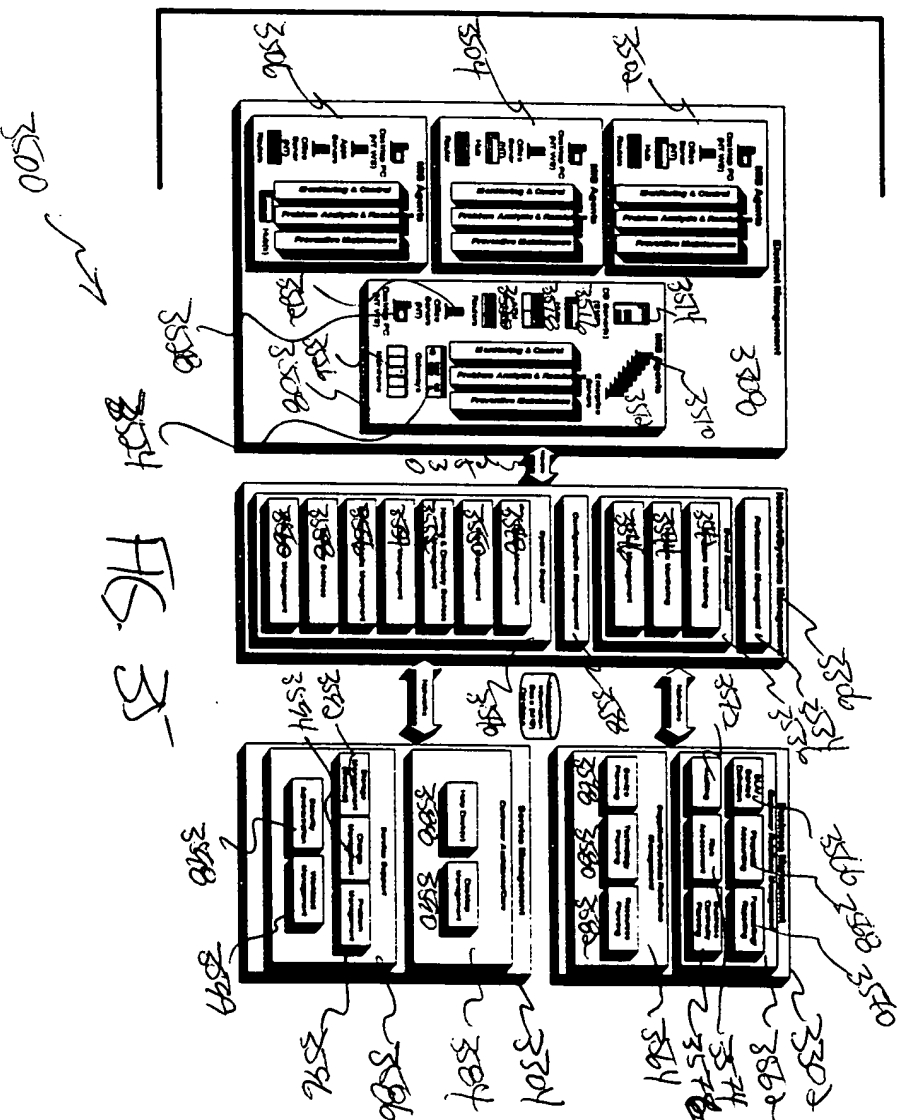
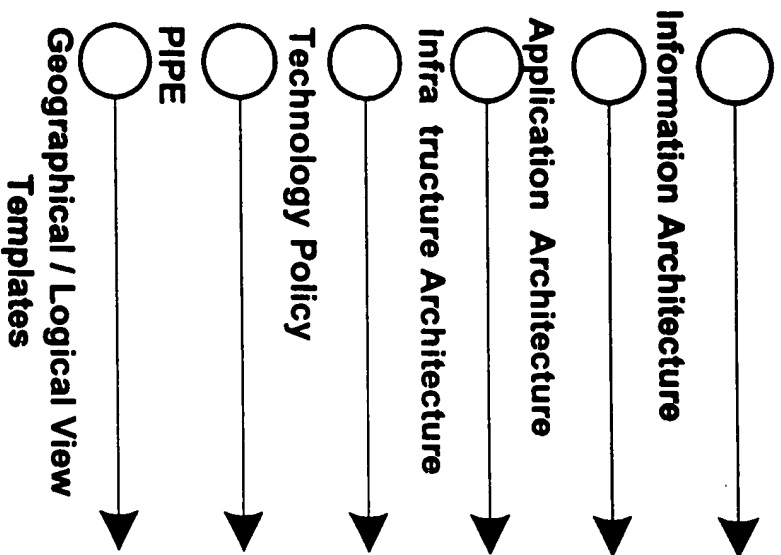
(17b). Integrated Application / Information / Systems Management Architecture



Systems Management Scenarios
Set IT Service Expectation
Monitor IT
Respond to IT Situations
Analyze IT Services

FK. 34

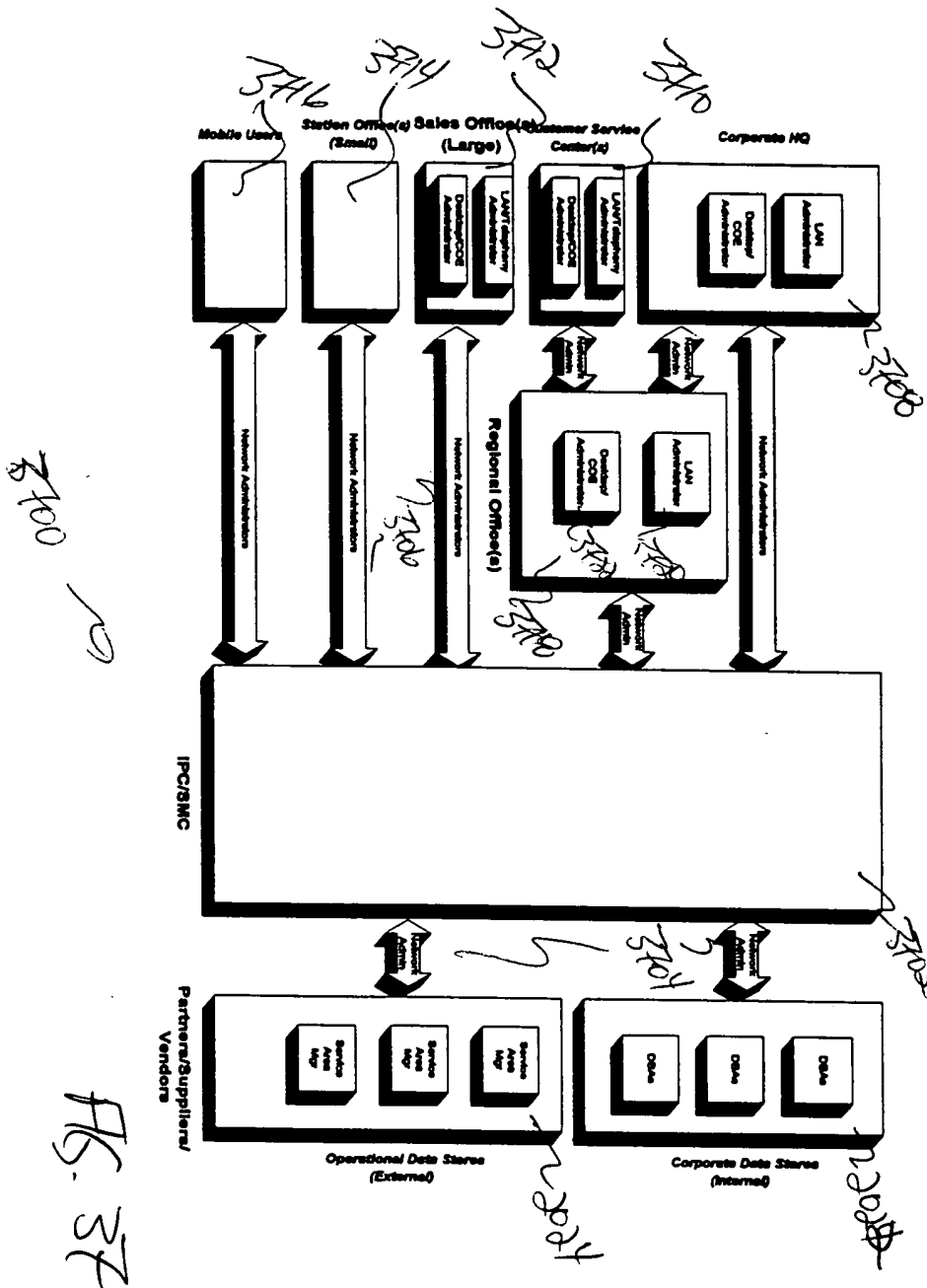
(17c). IT Systems Management Architecture (Geo-structural Component View)



Enterprise Information / Application / Systems Management Software Portfolio (Integration Matrix)

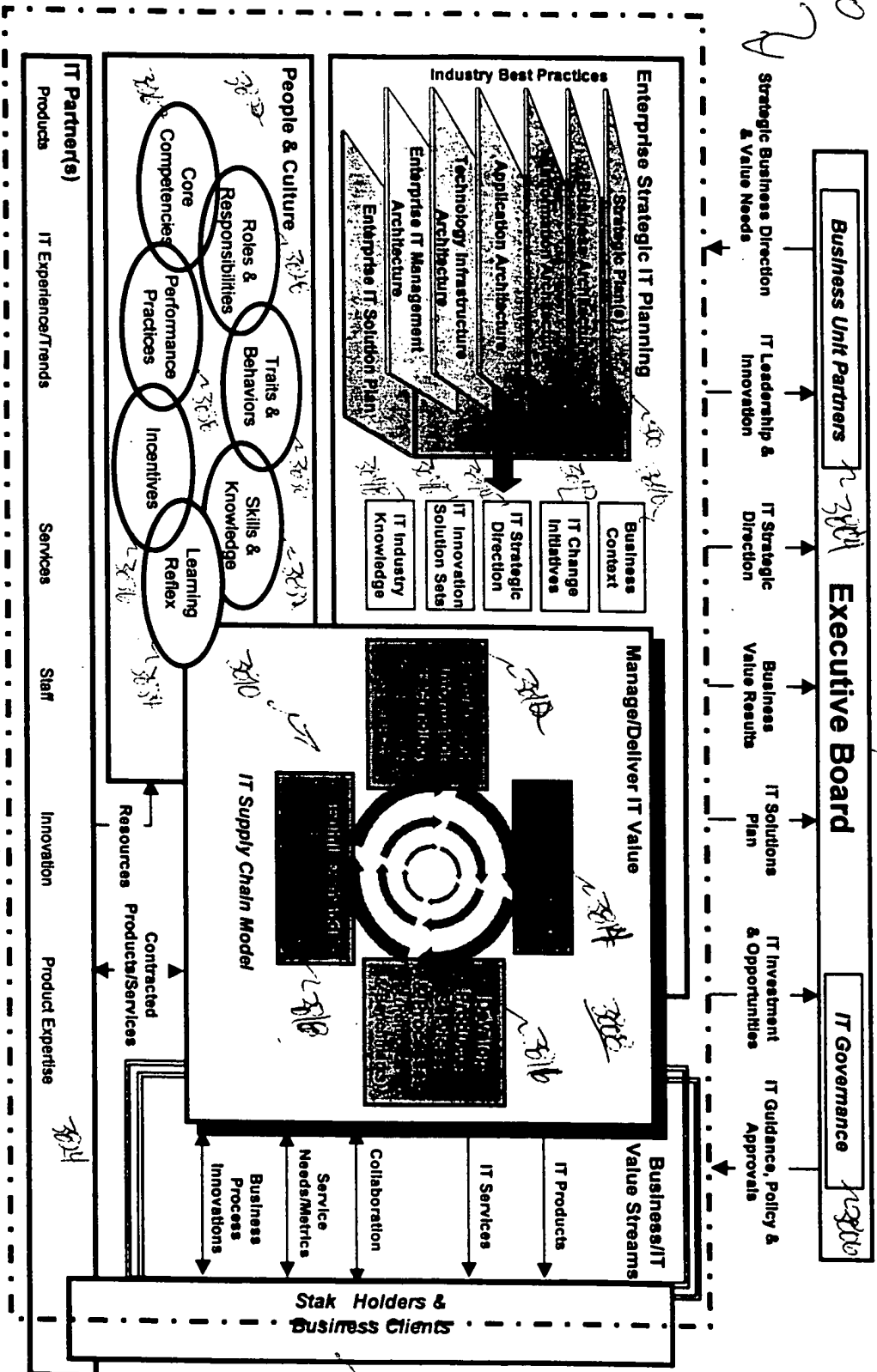
75

(18). Enterprise IT Management Organizational Framework (Geo-Structural View)



(19). Enterprise IT Management Organizational Framework

CIO Domain



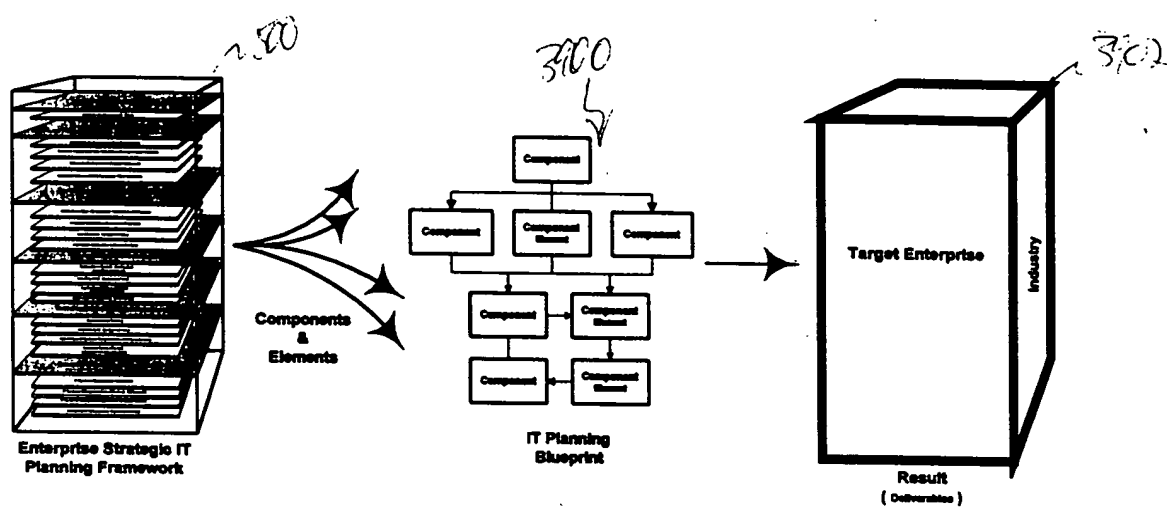


Figure 39: The Framework Blueprint

Strategic IT Planning (Blueprint)

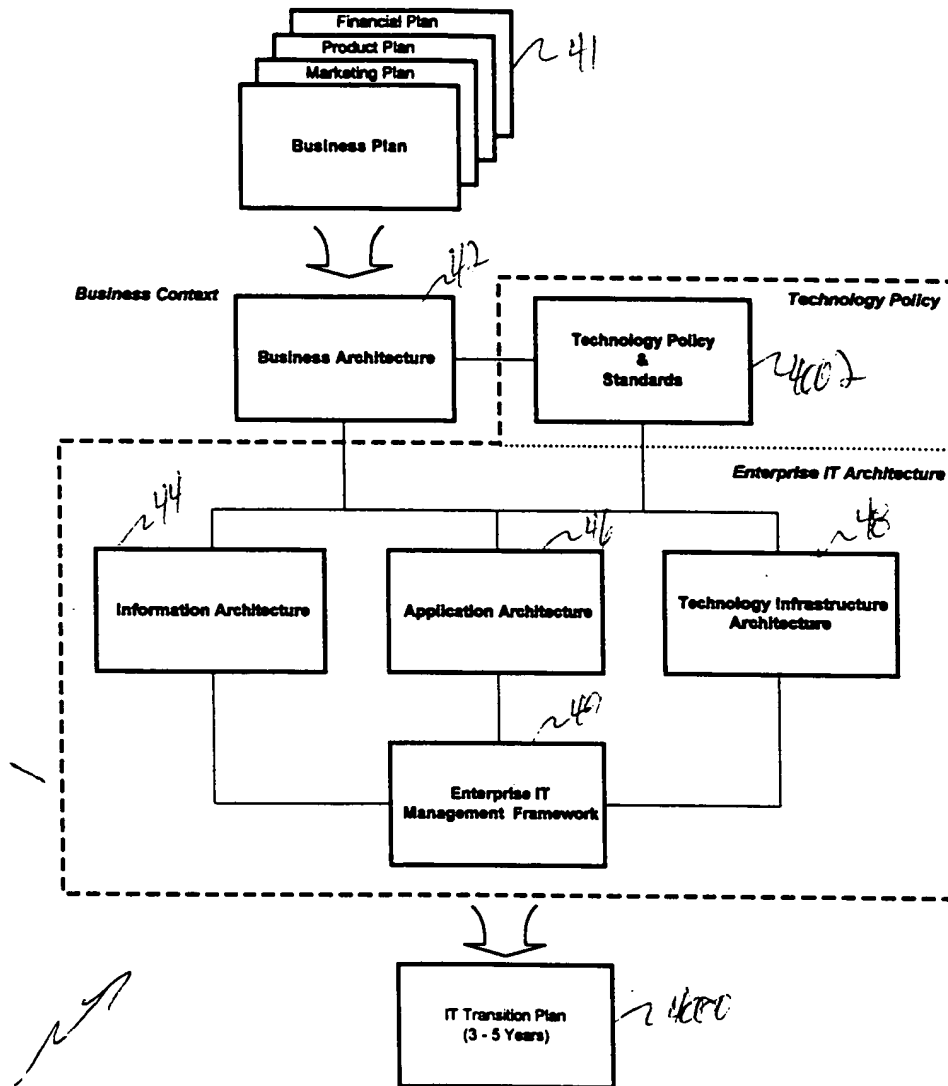


Figure 40: Strategic IT Plan Blueprint

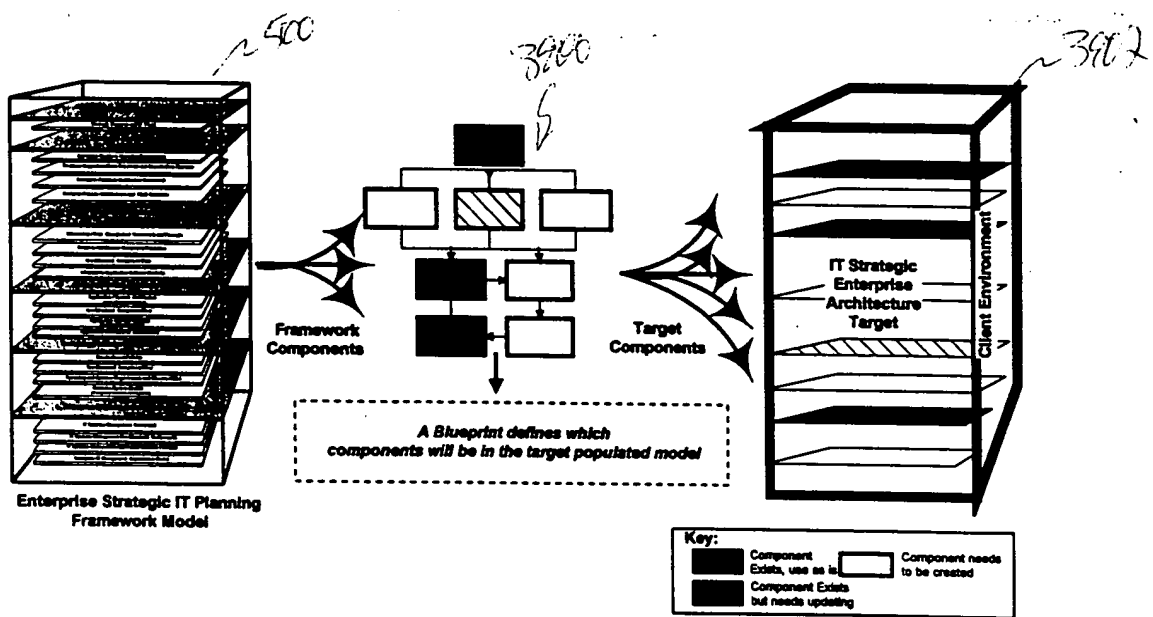
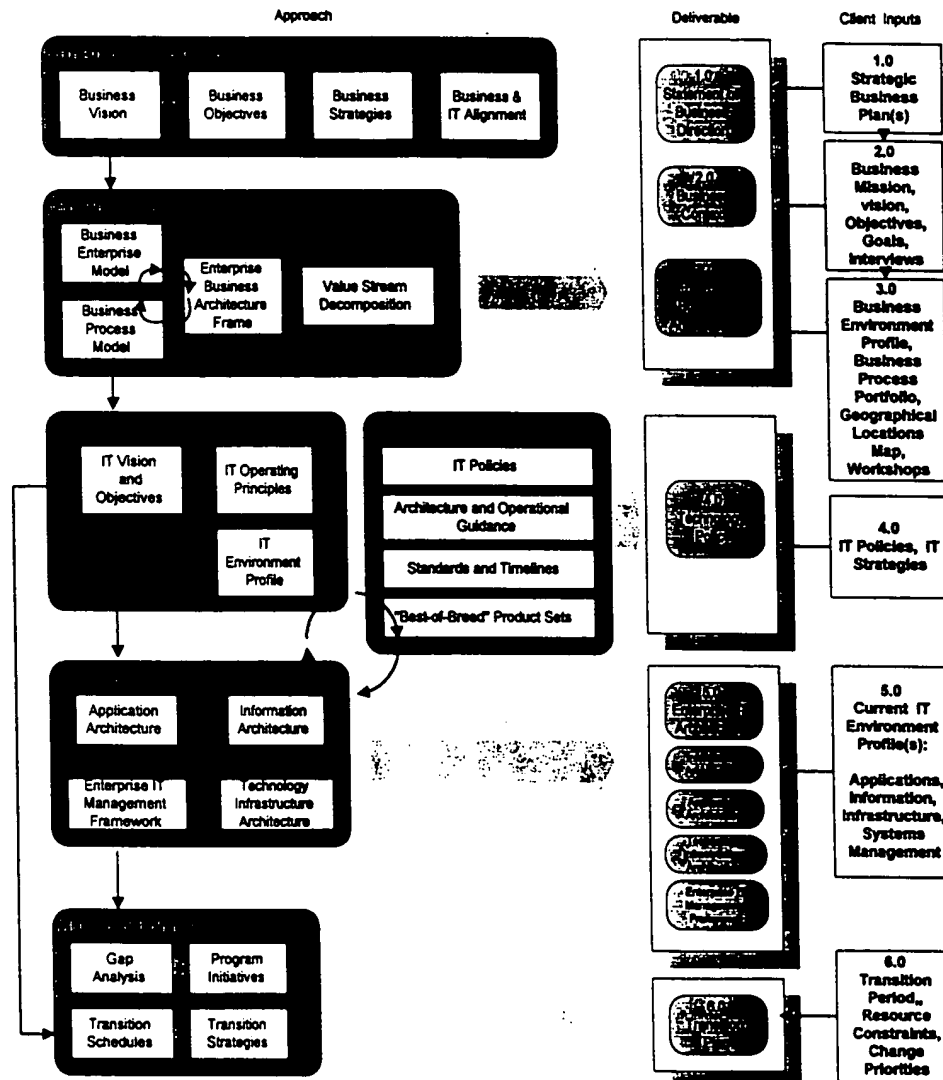


Figure 41: Blueprint Guides the Formulation of the Target Models

Strategic IT Planning Approach, Deliverables and Primary Inputs



EEO Technology Planning Services
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Figure 42: The Strategic IT Planning Approach

Enterprise Strategic IT Planning

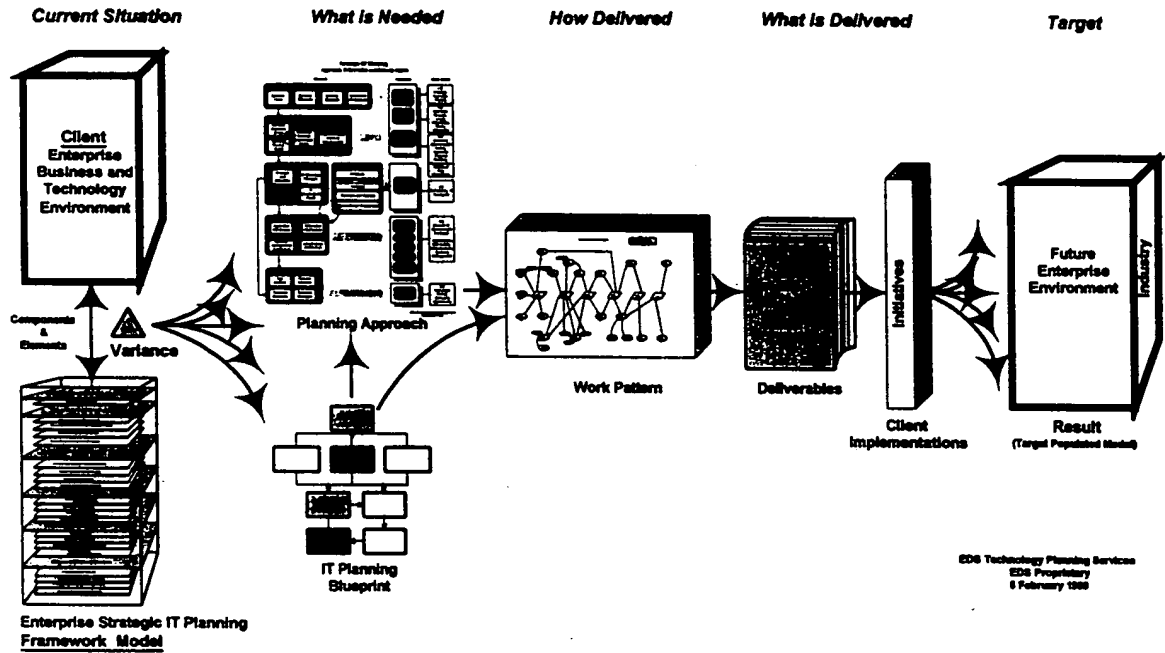
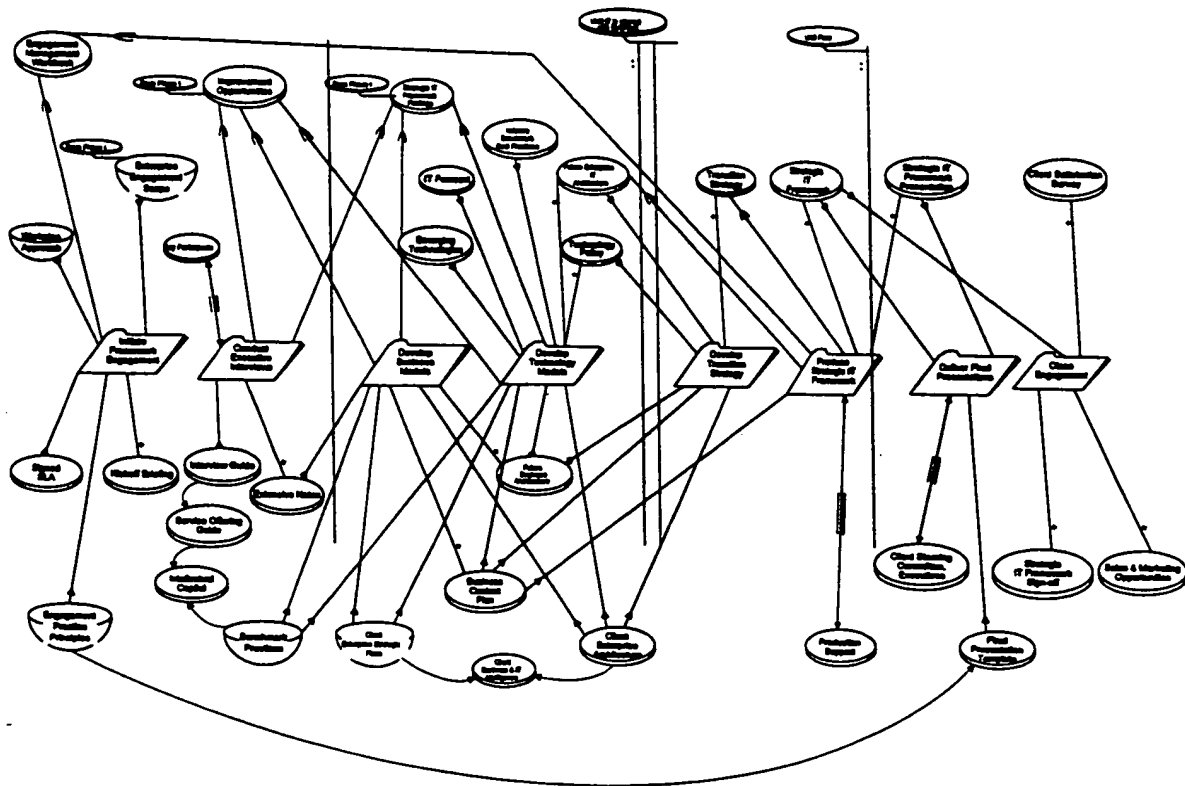


Figure 43: The Construction and Implementation of a Strategic IT Plan



44
Figure 4.4: Deliver Strategic IT Framework Workflow Scenario

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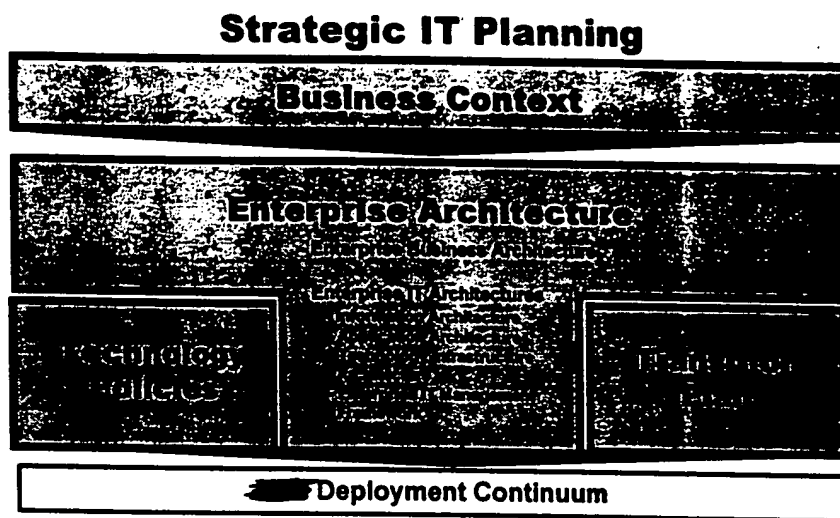


Fig. 45